



COMPREHENSIVE SOLDIER FITNESS

STRONG MINDS ★ STRONG BODIES

Master Resilience Trainer (MRT)
Unit Implementation Guide

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What is Comprehensive Soldier Fitness?

Comprehensive Soldier Fitness (CSF) is a long term strategy that prepares the Army community – including all Soldiers, Family members and Department of the Army (DA) Civilians – not only to survive, but also to thrive in the face of protracted warfare and everyday challenges of Army life.

The Army established CSF to increase the resilience and performance of Soldiers, Family members and DA Civilians. CSF trains specific mental and physical resilience techniques in order to increase physical, emotional, social, spiritual and family fitness.

CSF serves under the Department of the Army Military Operations (DAMO) office that develops, plans, resources, implements and manages the content of the CSF program. Likewise, CSF serves as a conduit of information and contact between Army Senior Leadership, the scientific community that studies human resilience, and members of the Army who must implement the program at the unit and organization level.

CSF holistically trains specific resilience skill sets along the five dimensions of human health and fitness (Physical, Social, Emotional, Spiritual, and Family). CSF delivers this material virtually via the Comprehensive Resilience Modules (online training), didactically at the unit level via the Master Resilience Training (MRT) Program (10 day course) and institutionally via resilience training in the Officer and Noncommissioned Officer Education System (tailored to every level of OES & NCOES).

Upon accession into the Army, each individual will confidentially assess themselves using the Global Assessment

Tool (GAT). Individuals will complete the annual GAT reassessment throughout their career in order to allow time for measurable growth, maturity and learning. The importance of this is clear: each Soldier will be able to monitor their personal growth and the Army will be able to determine effects of professional and environmental factors, as well as efficacy of training through the aggregate data.

Also beginning at accession, CSF provides instruction on specific mental and physical skills that Soldiers can use to enhance their performance when facing challenges, regardless of whether those challenges are in their personal or professional lives, in garrison or in combat. First line leaders will be taught how to instill these qualities in their subordinates as part of their leadership training. There will be continuous, progressive and sequential sustainment training of both Soldiers and Leaders. Additionally, CSF will train subject matter experts - the MRTs - in both the operating and generating forces to oversee resilience programs within their units.

Based on the relative psychological strengths identified on the assessment, CSF will offer a menu of appropriate self-development opportunities to Soldiers, Family members and DA Civilians. Each Soldier will be afforded the opportunity to improve in each of the dimensions. Panels of military and civilian experts serve to identify and refine the training content for each dimension, and only training proven to be effective will be offered. Training at each level can be accessed either virtually, or local courses or programs will be made available.

CSF serves as a programmatic first step towards training members of the Army community to understand how and why they think a certain way. Once people begin to understand this, they are best postured to change their thoughts and actions to strategies that are positive, adaptive and desirable for both the person and the Army.

It is equally important to recognize what CSF is not. There is no stand down, chain-teach or other single event any more than physical fitness is achieved by a single visit to the gym. It is not a “screen” for any physical or psychological disease or

dysfunction. And it is not something we “do” after a Soldier has a negative psychological, social or professional outcome.

Establishment of the CSF program recognizes the tremendous stress that Soldiers, Family members and DA Civilians face during this time of war. It seeks to educate Soldiers to overcome hardships and adverse events, bounce back, and grow stronger in the process. The endstate of CSF is of a fit, resilient and ready Army comprised of individuals with “Strong Minds and Strong Bodies”.



What is the Global Assessment Tool?

Point of Entry: The Global Assessment Tool (GAT) and the Soldier Fitness Tracker (SFT)

Overview

The GAT is a 105-question survey that is administered electronically to all Soldiers in the Army on an annual basis. Chris Peterson, Ph.D. and Nansook Park, Ph.D. at the University of Michigan and COL Carl Castro, Ph.D. from the Army Medical Department's Medical Research and Materiel Command (AMEDD MRMC) developed the GAT as a self-awareness tool for Soldiers. The GAT provides Soldiers with a snapshot of their psychological health along four dimensions – social, emotional, spiritual, and family fitness. Soldiers completed the GAT over 900,000 times in Fiscal Year 2010, a rate of one GAT completion every 35 seconds for an entire year. Because GAT data is linked to other data sources, the Soldier Fitness Tracker (SFT) – the informational technology platform and database developed by CSF – tracks over 600 million cells of data. This number will more than double every year due to Soldiers retaking the GAT, new Soldiers completing the GAT for the first time, and integration of additional data sources into the SFT architecture.

Confidentiality and Data Security

One of the most important features of the GAT is the level of confidentiality of the scores and associated data. Only the Soldier who completes the survey can see their GAT score. Since inception, the GAT was never intended to be used as a selection or screening tool. The outer instruction page of the GAT clearly states “The GAT will NOT be used as a selection tool for promotion or educational opportunities.”

The CSF's information technology division takes data security very seriously. Policies and procedures approved by the Director of CSF and IAW AR25-2 (Information Assurance) are in place to ensure that data is properly secured and that confidentiality is always maintained.

Content of the GAT

Approximately 90% of the questions included on the GAT were taken or adapted from validated measures of psychological constructs previously published in peer-reviewed scientific journals; the remaining 10% of the questions were authored by the GAT's developers. Most importantly, none of the questions on the GAT specifically address suicide or suicidal ideation. Soldiers are not asked questions typically related to suicide, such as if they intend to suicide, intend to harm self or others, etc. Rather, they are asked questions about the following:

- Strength of their familial relationships

- Perception of family support for serving in the Army
- Perception of how well the Army provides for their family
- Trust in their unit, leadership, and fellow Soldiers
- Strength of their friendships
- An inventory of personal strengths
- Personal spirituality (not religion)
- Personal optimism
- Work engagement
- Depression
- Catastrophic thinking
- Positive and negative coping strategies and behaviors
- Positive and negative affectivity (positive and negative emotions)

GAT Feedback

Soldiers receive feedback via the SFT once they complete the GAT. Specifically, they receive the following in a tabbed format:

GAT Score: The SFT provides scores that are depicted graphically with bar charts; one bar for each of the four dimensions (social, emotional, spiritual, and family fitness). Colors are assigned to each bar based on how well the Soldier scored determined by comparing the Soldier's dimensional mean score to all other GAT taker's dimensional mean score of all other GAT takers (i.e. a normative assessment). The bar is colored green if the Soldier's score falls above the 50% range; amber if it falls in the 26%-50% range; and red if it falls in the 1%-25% range.

Broad Narrative: The SFT provides Soldiers with a broad narrative that explains the color coding scheme for the bar charts. It describes how everyone has certain strengths and weaknesses, and makes general recommendations about how to interpret the feedback. A hyperlink and phone number is provided at the bottom of the feedback for anyone needing to speak to a counselor.

Tailored Narrative: The SFT provides Soldiers with a tailored narrative based on how they score on the GAT, with components broken into the social, emotional, spiritual, and family fitness dimensions. The narrative provides general advice on how to sustain and develop strengths while improving weaknesses and reminds Soldiers to keep the feedback in the proper perspective. In a similar fashion as the broad narrative, SFT provides all Soldiers who "score red" on any domain with a hyperlink and phone number should they need to speak with a counselor.

Comparison Dashboard: Finally, the SFT provides Soldiers with an opportunity to see how they compare to other Soldiers with similar demographics. They are allowed to compare their scores to others who match them by gender, component status, rank, marital status, civilian education level, age, MOS, and deployment history. Soldiers may only make a comparison if there are at least 500 other Soldiers in the comparison group; this was done for reliability of the comparison and to eliminate the possibility of the Soldier comparing themselves to very small populations. Feedback is depicted with two bar charts per dimension – one for the Soldier and one for the comparison group. Soldiers are also shown a percentage of how much higher or lower their scores are than the comparison group along each dimension. Soldiers are not currently able to cross-tabulate (e.g., gender x rank x MOS x age), however, we are considering developing this capability in the future.

Quality of GAT Data

Completing the GAT is an annual requirement for all Soldiers. Critics state that Soldiers are too busy, surveyed too often, or generally do not trust surveys. Despite these concerns, an independent analysis team¹ found that approximately 93% of Soldiers provide quality data when completing the GAT. Thus, the 15-30 minutes annually required to complete the GAT is providing quality feedback to the overwhelming majority of users, and allows the Army leadership, using de-identified data, to determine the effects of training and personnel policies on the force.



¹ The University of Nebraska Team and Tech Report

Your Master Resilience Trainer

More than ever before, current operational tempo necessitates a deliberate and determined effort by unit commanders to address the principle of Training to Sustain Core Individual and Collective Skills and Knowledge (which includes physical and mental fitness), as outlined in FM 7-0, Training for Full Spectrum Operations. With a design that specifically addresses this training principle, the Master Resilience Trainer Course (MRT-C) delivers the added benefit of addressing performance enhancement at the individual level. The end-product of this program is a valuable force multiplier and training tool, the unit Master Resilience Trainer (MRT).

The unit MRT must complete 10 days (80 hours) of structured, resident-based Resilience Training at the MRT-C. Three core training concepts are addressed within the course; Building Resilience (Days 1-8), Sustaining Resilience (Day 9), and Enhancing Performance (Day 10). The course curriculum includes large and small group didactic and hands-on experiential based exercises and activities. The MRT has been given a sound understanding of resilience theory and fundamentals from subject matter experts in the resilience and positive psychology fields.

Upon completion of the MRT-C, the unit MRT is equipped with skills necessary to provide blocks of instruction to small groups and instill resilience building within their organization. These skills can provide Commanders with the means to address and offset certain performance or behavioral shortcomings within the unit (biases, prevalent negativity, etc), while also injecting performance enhancement techniques (goal setting, energy management, etc.) into existing and planned unit training events such as weapons ranges, APFTs, Ruck Marches, and Field Training Exercises. Additionally, the MRT spends one full day of the MRT-C exploring how to sustain resilience through pre and post deployment training activities. Finally and perhaps most importantly, the MRT spends three days in the MRT-C practicing the delivery of these skills to others in a small group setting. It is in the delivery of these skills to others that the Commander can expect to see the greatest gain within the unit.



Master Resilience Trainer Skills Overview

- 1. Activating Events, Thoughts and Consequences:** Identify thoughts about an activating event and the consequences of those thoughts.
- 2. Avoid Thinking Traps:** Identify and correct counterproductive patterns in thinking through the use of critical questions.
- 3. Detect Icebergs:** Identify deep beliefs and core values that fuel out-of-proportion emotions and evaluate the accuracy and usefulness of these beliefs.
- 4. Energy Management:** Enhance self-regulation to enable the ability to stay calm and focused during an adversity or challenge.
- 5. Problem Solving:** Accurately identify what causes problems and identify solution strategies.
- 6. Put It In Perspective:** Stop catastrophic thinking, reduce anxiety, and improve problem solving by identifying the worst, best, and most likely outcomes of a situation.
- 7. Real-time Resilience:** Shut down counterproductive thinking to enable greater concentration and focus on the task at hand.
- 8. Character Strengths:** Identify top character strengths and those of others and identify ways to use these strengths to increase effectiveness and strengthen relationships.
- 9. Strengths in Challenges:** Identify the specific actions that flow from individuals' strengths in challenges and in successes.
- 10. Assertive Communication:** Communicate clearly and with respect. Use the IDEAL model to communicate in a confident, clear and controlled manner.
- 11. Active Constructive Responding and Praise:** Respond to others to build strong relationships and utilize praise to build mastery and winning streaks.
- 12. Hunt the Good Stuff:** Hunt the good stuff to counter the negativity bias, to create positive emotion, and to notice and analyze what is good.
- 13. Goal Setting:** Goals provide purpose, direction, motivation, commitment and clarity about desired outcomes. Properly applied, the goal setting process adds clarity and focus to what has typically been a challenging experience for many Soldiers, Family members and DA Civilians. By incorporating the process of Goal Setting with other Resilience skills, individuals develop life-long practices that will enable them to achieve goals and to perform at their best. Goals must be *Specific, Measurable, Attainable, Realistic, and Timed*.

Experience from the academic field has shown that the delivery of resilience skills to others is most effective at the platoon (or equivalent) size or smaller. The Unit Commander must ensure that the MRT training plan includes this criterion for maximum effectiveness. It is paramount that the unit MRT not only coordinate with Battalion / Brigade Staff (or equivalent), but also with subordinate Company and Platoon level leadership to reach down to this level.

Like property accountability or Soldier safety, unit resilience training is the Commander's responsibility. As such, MRTs are reminded that their implementation strategy is only complete once the vision, intent and guidance of the Unit Commander has been solicited and realized. Additionally, MRTs are encouraged to nest their implementation strategy with the unit's long, mid, and short range training calendars. This ensures maximum exposure across the unit's subordinate organizations and synchronization with the overarching unit training plan. MRTs are encouraged to work closely with subordinate leader teams at the company and platoon level to custom tailor their small-group training to the requirements of the leader and Soldier. The MRT toolkit is varied enough to meet the needs of every kind of unit, regardless of unique Mission Essential Task List (METL), consistency (uniformed, civilian, contract) or problem set.

In the next section, the unit resilience training plan implementation strategy and program management is discussed with special emphasis placed on the MRTs actions within the first thirty days of returning to home station from the MRT-C. Given the relatively low density of trained MRTs across the Army at this time, the selection and implementation of Resilience Trainer Assistants (RTAs) as augmentees to the unit MRT is mentioned. The next section examines a number of best and worst implementation practices as seen from recently implemented unit resilience programs.

Given the relative novelty to the MRT within the Army's organizational structure, new best implementation practices are being discovered every day. MRTs are leaving the MRT-C motivated with fresh perspectives and ideas on how to better serve and strengthen their units. Commanders are encouraged to allow their MRTs a certain amount of freedom and risk to explore new and creative ways of instilling resilience within the unit. Later in this guide, you will be introduced to examples of real-world unit resilience initiatives created by out-of-the-box thinking MRTs, and sustained through the enthusiastic support of the unit command. While not a product of the MRT-C, these programs were inspired by its content. Commanders are encouraged to create their own initiatives to achieve the vision they strive for.

Finally, it is imperative to note that a strong implementation plan will address the fact that the unit MRT is trained and prepared not only to build resilience within Soldier populations, but within Civilian and Family member populations as well. The potential for building resilience in these key demographics should not be overlooked. All individuals encounter adversity and therefore can stand to gain from the MRTs toolkit.

Training Strategy and Program Management

Constructing a Master Resilience Training strategy and management plan is essential for successful implementation of unit resilience training. The training plan should be tailored to individual units but must include the three Master Resilience Training core concepts. They are:

- 1) Building Resilience - Prepare phase of MRT Training (Days 1-8) covering fundamental resilience skills.
- 2) Sustaining Resilience - Sustain phase of MRT Training (Day 9) covering addressed deployment-cycle resilience skills.
- 3) Enhancing Performance - Enhance phase of MRT Training (Day 10) addressing resilience and mental skills to improve performance.

Together these concepts serve as the foundation for unit resilience training. **Command support is critical for training success.**

Certified MRTs are responsible for engaging their Command in all aspects of the planning and execution of unit resilience training.

Army resilience training is directed by a series of mandates listed on the CSF milBook MRT Group site

(<https://www.kc.army.mil/book/groups/master-resiliency-training-course>). MRTs should familiarize themselves and their Command with these documents.

Understanding Army Training Management and Training Plan Development:

The MRT will be the primary planner/developer of the unit resilience training plan. They will need a solid understanding of Army training plan development and implementation. To develop this understanding and design a plan which best serves the intent and vision of the unit commander, the MRT is strongly encouraged to become familiar with the basic fundamentals of Army Training Management, found within FM 7-0, Training for Full Spectrum Operations (DEC 2008). Four basic fundamentals of Army Training to pay special attention to are:

1) Principles of Training

- Commanders and other leaders are responsible for training
- NCOs train individuals, crews, and small teams
- Train as you will fight
- Train to standard
- Train to sustain
- Conduct multi-echelon and concurrent training
- Train to develop agile leaders and organizations

2) METL Development

- Down to the Company Level
- MRTs must ensure their plan supports the unit METL where able

3) Training Management Model

- Plan
- Prepare
- Execute
- Assess

4) Commanders Dialogue

- Output = Commander's Training Guidance

Implementing Unit Resilience Training – The First 30 Days:

After Soldiers complete the MRT course and return to their units, they should begin implementing a resilience training plan. Below is an example of a roadmap for the first 30 days.

1. Brief Battalion Command Team on CSF and Develop a Draft Unit Resilience Training Plan

- ☐ Brief Battalion Command Team and key staff on CSF and the MRT Program. Recommended materials for this meeting include the CSF overview brief and the MRT roles and responsibilities brief.
- ☐ Receive your Commander's initial Intent, Vision and Guidance at this Command briefing.
- ☐ Work with your unit S3 section to identify major training events and deployments in order to assist you in the development of your training plan.
- ☐ Work with your S3 section to deconflict scheduled unit events and map out your one year draft resilience training plan.
- ☐ Develop an order of merit list for Soldiers in your unit who may be candidates for Resilience Trainer Assistant (RTA) training. This list should be developed in conjunction with Company Command teams and should target one RTA candidate per platoon.

2. Brief Battalion Command Team on draft MRT Training Plan

- ☐ Present drafted Resilience Training plan to Command and receive Commander's revised Intent, Vision and Guidance. At this briefing, present a draft resilience training matrix that represents a one year training plan (see example on page 16).
- ☐ Ensure appropriate planning for deployment cycle resilience training based on unit rotation schedules. Best practices are as follows:
 1. Pre-Deployment Training 60 to 90 days before deployment.
 2. Reintegration Resilience Training within first week of return.
 3. Post-Deployment Resilience Training 3 to 6 months after return.

4. Pre-Deployment Resilience Training for Spouses/Couples 30 to 90 days before deployment.
5. Post-Deployment Resilience Training for Spouses/Couples within 1 to 3 months after return.

- ☐ Present an order of merit list of RTAs to Commander for review, revision and approval.
- ☐ Determine Commander's intent for utilization of RTAs. Determine whether the Command team supports an RTA conducting independent training or if RTAs only support MRT led instruction.

3. Refine and finalize Unit Resilience Training Plan

- ☐ Apply Commander's revised Guidance, Vision and Intent to the training plan.
- ☐ Brief Company Command Teams and Unit Staff (especially the S3 section) on Command approved training plan.
- ☐ Work with unit S3 section and S4 to identify space on the training calendar and logistical requirements necessary to implement training. This includes training locations and production of any electronic or hard copy materials needed for training.
- ☐ Ensure the MRT training plan is published on the Battalion Training Calendar
- ☐ Work with the S3 section to ensure the plan is formally distributed to the unit - per unit Standard Operating Procedure (SOP).
- ☐ If available, utilize Army Community Service (ACS) trained MRTs to deliver Spouse/Couple deployment cycle resilience training. MRTs should support ACS in delivering this training.
- ☐ Identify your local behavioral health resources so that you are prepared to refer individuals who may need more help than resilience training can provide.

4. Train and Employ Resilience Trainer Assistants

- ☐ Review RTA section below for detailed RTA training guidance.
- ☐ Secure a location site and prepare all materials necessary to conduct RTA training.
- ☐ RTA training classes should not exceed 12 students.
- ☐ Execute RTA Training Course using the MRT materials provided on the MRT disc. Units with more than one MRT are encouraged to support each other for RTA training.
- ☐ Evaluate RTA performance during the training and when RTAs provide unit resilience training. MRTs should mentor and develop RTAs throughout the year as needed.

5. Execute MRT Training Plan

- ☐ Work with the S3 section throughout the year to ensure training dates do not change if possible. Brief Command of any modifications to training or the training plan.
- ☐ Keep a training record log file that includes the number of Soldiers trained and the materials that they have been trained on. Provide copies of this information to the unit S3 section.

- ☐ Provide periodic updates on training status to Command, to include the training log information.
- ☐ Check CSF MRT milBook group page website (<https://www.kc.army.mil/book/groups/master-resiliency-training-course>) for the most recent version of prepared phase training materials and the sustainment website (www.resilience.army.mil) for the most recent version of deployment cycle and professional military education training materials.
- ☐ Check the milBook group page (<https://www.kc.army.mil/book/groups/master-resiliency-training-course>) for general MRT information updates and recommendations for resilience training implementation.
- ☐ Keep in touch with other MRTs on a regular basis.

Table A: Sample Training Plan Timeline

Timeframe	Action	Coordination
Week 1	1. Draft Training Plan 2. Build RTA OML	S3, Co CMD Teams BDE/DIV MRT (if avail)
End of Week 1	1. Brief CSF/MRT Concept 2. Brief Draft MRT Plan 3. Brief RTA OML	BN CMD Team Select Staff (S3, etc)
Week 2	1. Refine/Finalize MRT Plan	S3, S4, CMD Teams
End of Week 2	1. Publish MRT Plan 2. Add to BN Training Calendar	S3 (Per Unit SOP)
Week 3	1. Execute RTA Training Course	Selected RTA's, Others as directed by CDR
Week 4	1. Execute MRT Plan	All Units

Resilience Trainer Assistants:

In order to meet resilience training requirements, some units may need to augment their ability to provide training by developing a cadre of RTAs. These RTAs will be selected from within the unit and serve as MRT force multipliers. The use of RTAs is at the unit Commander's discretion.

Selecting RTA Candidates: RTA candidates need to meet the same standards of selection as those used for MRTs. These include holding the rank of E-5 or above, and ideally, they must be in a leadership position. Selectees must be in good standing and demonstrate personal and emotional commitment to resilience training. Additionally, they should have an interest in, and ability to

moderate and lead small group instruction. Combat experience is preferred. Some type of civilian/military college education is encouraged. Current or prior experience in trainer-type positions is also preferred. Furthermore, they should have at least one year remaining on station after completing RTA training. All Soldiers considered for RTA training must be approved by the unit Command.

Training RTAs: RTAs will be trained by the units' 8R certified MRT using the materials provided on the MRT trainer course disc. The most recent version of MRT training material can be downloaded through the CSF MRT milBook group page website (<https://www.kc.army.mil/book/groups/master-resiliency-training-course>) and sustainment material for MRTs is available at www.resilience.army.mil. RTA training will consist of the 25 hour block of MRT core competencies along with an additional 8 hour block of deployment cycle and performance enhancement training. CSF strongly recommends that the 25 hour block of instruction be taught over a 3-5 day period. The 8 hour block of instruction does not have to be done in conjunction with the 25 hour block of instruction. RTA training should be delivered in small groups with no more than 10-12 students per training class. Soldiers who complete RTA training will receive a CSF approved Certificate of Completion.

Master Resilience Training -- Best Practices:

MRTs should consider the following best practices when planning, scheduling and delivering MRT training.

- Command emphasis is essential. Ensure that the unit Command supports the training plan including *Sustain* and *Enhance* phase training.
- Ensure that Resilience Training is synchronized on the Battalion and Company training calendars.
- Classes should be conducted at the platoon (or smaller) level. Consider using RTAs for small group instruction only if the RTA has a strong grasp of the material and the Command approves.
- Resilience Training is most effective when it is regularly paced. CSF recommends that at least 2 hours of resilience training be taught to Soldiers each month.
- Only recommend top NCOs to attend RTA training.

- When teaching *PREPARE* phase material, the MRTs should:
 - Introduce one of the 12 skills to the group.
 - Have the group practice the skill using the exercises provided.
 - Debrief the skill and engage the group in discussion of that skill.

- When teaching *SUSTAIN* phase material, the MRTs should:
 - Ensure training is appropriately timed to deployment schedules.
 - Ensure the material is presented in an interactive format.
 - Encourage the participation of Soldiers who have deployed before.
 - Have the group practice the skill using the exercises provided.

- Debrief the skill and engage the group in discussion of that skill.
- *ENHANCE* phase training should be scheduled prior to performance based training events such as APFT, ranges etc.
 - Training should be coordinated with local Comprehensive Soldier Fitness – Performance Enhancement Program (CSF-PREP) personnel if available.
 - If CSF-PREP personnel are not on your installation, contact the main CSF-PREP office to arrange for a mobile team to provide training.

Master Resilience Training - Concerning Practices:

A successful Resilience Training program teaches individuals to identify and leverage their own strengths and the strengths of others in order to improve performance and readiness, and overcome challenges. MRTs are *trainers*, not behavioral health providers. Therefore MRTs should never be considered as a Command resource for behavioral health problems or psychological crisis management. Furthermore, Resilience Training should not be rolled into, or included with suicide or other behavioral health treatment training.

The MRT curriculum is based on many years of scientific research and training that has demonstrated effectiveness. Therefore, MRTs should not significantly alter the training materials or deviate from the provided training program. Additionally, MRTs are not qualified to produce “in-house” MRTs.

Other Opportunities to deliver MRT Training to the Unit:

1. One on One counseling - During Soldier counseling
2. Hip Pocket Training
3. Sergeant’s Time Training

Master Resilience Trainer Resources:

1. Comprehensive Soldier Fitness Web site (<http://www.army.mil/csf/>) – The GAT and online Comprehensive Resilience Modules (CRMs) can be accessed through the CSF website.
2. MRT milBook Group page (<https://www.kc.army.mil/book/groups/master-resiliency-training-course>) – An online resource for MRTs to access and download the latest training modules, implementation strategies, reach back capability to CSF from MRTs, lessons learned, CSF and MRT overview briefs.
3. Institutional and Deployment Resilience Training Materials (<https://www.resilience.army.mil/>) – Presentations, lesson plans and training support packages for deployment cycle training and institutional training are available at this site.
4. Additional readings and outside resources:
 - A. VIA web address (<http://www.authentichappiness.sas.upenn.edu>)
 - B. *The Resilience Factor*. Karen Reivich and Andrew Shatte, 2002.
 - C. *Character Strengths and Virtues: A Handbook and Classification*. Christopher Peterson and Martin E. P. Seligman, 2004.

- D. *A Primer in Positive Psychology*. Christopher Peterson, 2006.
- E. *The Marriage Clinic: A Scientifically Based Marital Therapy*. John Gottman, 1999.
- F. *10 Lessons to Transform your Marriage*. J. W. Gottman & J. S. Gottman, 2007.

Example of Implemented Unit Resilience Program

45th Sustainment Brigade Master Resilience Training Site (Requires CAC logon to intranet site)
<http://portal.usarpac.army.mil:35000/8thtsc/units/45thSUS/specialstaff/mrt/Pages/default.aspx>

USARPAC Theater Portal

- Documents
- Announcements
- Links
- Calendar
- Site Managers
- Recycle Bin

WELCOME TO THE 45th SUSTAINMENT BRIGADE MASTER RESILIENCY TRAINING SITE

The OML for the Philadelphia MRT Course is being built at this time, future course dates will be posted on this site.

The next mandatory 45th SB Master Resiliency Leader (MRL) Course is scheduled for 14 to 16 September 2010. Based on feedback from the company MRLs the BDE will hold an optional MRT training course on a more frequent basis open to all Companies and ranks. This course will probably be a 4 day course and will cover all of the same material from the MRL course with more time spent on energy management, practical exercises, and skits. This course will begin as an optional quarterly course, if there is a high demand for the training the BDE will consider holding the training monthly or bi-monthly, subject to availability of resources.

Check back often for updated MRT training tools, resources, and training dates.

MRT Videos

Type	Name	Modified
	Team Hoyt - News Story	4/6/2010 3:53 PM
	Team Hoyt - I can only imagine	4/6/2010 3:53 PM
	Susan Boyle - 1st Audition	4/6/2010 3:53 PM
	Paul Potts - 1st Audition	4/6/2010 3:53 PM
	Lending Tree - Debt up to my eyeballs	4/6/2010 3:52 PM
	Cingular - Next Day Call	4/6/2010 3:52 PM
	Cingular - Only man in your world	4/6/2010 3:52 PM

Add new document

Supporting Documents

Type	Name	Modified
	MRT Trip Report	4/6/2010 3:57 PM
	csf_logo_small	4/6/2010 3:57 PM
	Master Resiliency Leader - AAR	4/6/2010 3:57 PM
	MRT Certificate Template	4/6/2010 3:57 PM
	csf_logo_big	4/6/2010 3:57 PM
	Class Introduction Brief	4/6/2010 3:57 PM

Add new document

Course Material

Type	Name	Modified
	1-Penn Resilience Training Soldier Module One PPT	4/6/2010 3:48 PM
	2-Penn Resilience Training Soldier Module Two PPT	4/6/2010 3:48 PM
	3-Penn Resilience Training Soldier Module Three PPT	4/6/2010 3:48 PM
	4-Penn Resilience Training Soldier Module Four PPT	4/6/2010 3:48 PM
	5-Penn Resilience Training Soldier Closing PPT	4/6/2010 3:49 PM
	6-Penn Resilience Training Strengths in Challenges Case Study PPT	4/6/2010 3:49 PM
	Penn Resilience Training Strengths Cards Template	4/6/2010 3:49 PM

Add new document

MRT OPORDS

Type	Name	Modified
	OPORD 016-10, Base (45 SB MRT Program)	4/6/2010 4:10 PM
	OPORD 016-10, Annex C, Appendix 1 (MRT Brief)	4/6/2010 4:10 PM

Add new document

Glossary and References

Sample Annual Training Plan for Light Infantry Battalion

		1ST QTR				2ND QTR			3RD QTR			4TH QTR									
		JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC								
A Co	1 PLT	BDE/ BN/ CO CMD TM & STAFF ORIENTATION	RTA TRAINING COURSE (1x Week)	MOD1			RTA Prep	MOD2			MOD3			MOD4							
	2 PLT																				
	3 PLT																				
B Co	1 PLT			RTA Prep	MOD1			RTA Prep	MOD2			RTA Prep	MOD3			RTA Prep	MOD4				
	2 PLT																				
	3 PLT																				
C Co	1 PLT			RTA Prep	MOD1			RTA Prep	MOD2			RTA Prep	MOD3			RTA Prep	MOD4				
	2 PLT																				
	3 PLT																				
D Co	1 PLT					RTA Prep	MOD1			RTA Prep	MOD2			RTA Prep	MOD3			RTA Prep	MOD4		
	2 PLT																				
	3 PLT																				
	4 PLT																				
HHC	1 PLT					RTA Prep	MOD1			RTA Prep	MOD2			RTA Prep	MOD3			RTA Prep	MOD4		
	2 PLT																				
	3 PLT																				
	BN STAFF																				
Training Emphasis		MOD1: Resilience				MOD2: Mental Toughness				MOD3: Character Strengths				MOD4: Strong Relationships							
TOTAL Curriculum		2 Hours				14 Hours (Elective)**				4 Hours (Elective)**				4 Hours (Elective)**							

* Sample matrix organization based on Light Infantry Battalion

** HQDA mandates (DRAFT) minimum of 2 hours Resilience Training/ Qtr

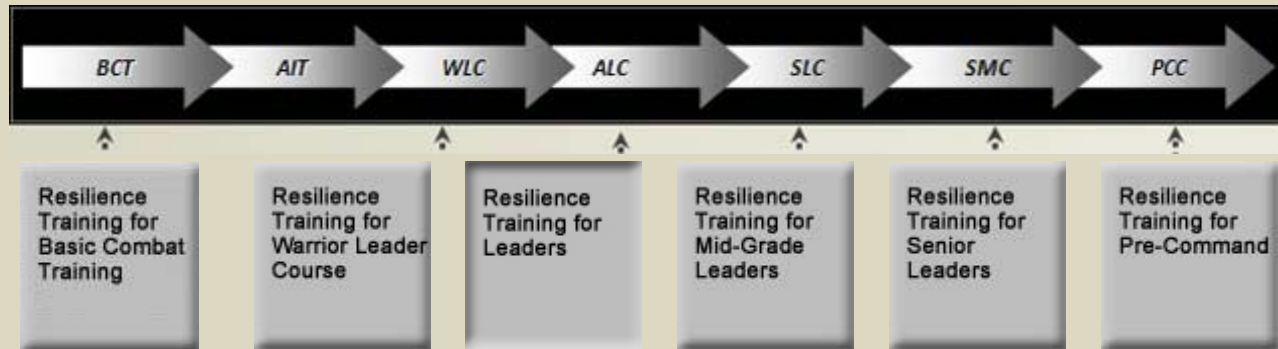
NOTE:

Enhancement Training is event driven (APFT, LFX, Ranges, etc)

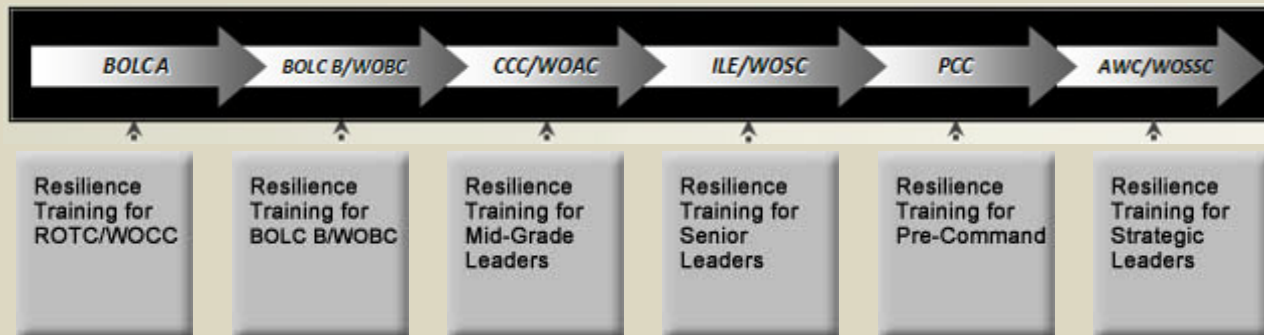
Sustainment Training is Pre- and Post-Deployment driven

Institutional Resilience Training

Enlisted/Noncommissioned Officer Personnel



Officer/Warrant Officer Personnel



Officer/Warrant Officer Personnel

Resilience Training for Reserve Officer Training Corps (ROTC)

Introduces fundamental resilience and performance skills during Reserve Officer Training Corps (ROTC) core curriculum training.

Resilience Training for Basic Officer Leaders Course (BOLC B)

This series of modules introduces resilient skills (7 thinking skills, character strengths, active constructive responding, effective communication and optimism) (10 Hours).

Resilience Training for Mid-Grade Leaders

For: SLC, CCC, WOAC

Resilience for Mid-Grade Leaders trains leader skills for mitigating the impact of operations on unit resilience; identifies how resilient skills can be adapted for operations (2 hours).

Resilience Training for Senior Leaders

For: ILE, WOSC

Resilience Training for Senior Leaders addresses strategies for building resilient organizations and reducing stigma; reviews research on behavioral health and operations (1.5 hours).

Resilience Training for Pre-Command (PCC)

Resilience Training for Pre-Command prepares senior leaders to develop resilience in subordinate leaders during operations (1 hour).

Resilience Training for Strategic Leaders (AWC, WOSSC)

Resilience Training for Strategic Leaders reviews CSF and resilience training programs (1 hour).

Enlisted/Noncommissioned Officer Personnel

Resilience Training for Basic Combat Training (Red Phase)

Resilience Training for Basic Combat Training (Red Phase) introduces fundamental resilience skills to “check and adjust” individual and “battle-buddy” responses to stressful events during Basic Combat Training (2 hours).

Resilience Training for Warrior Leader Course (WLC)

This series of modules introduces resilient skills (7 thinking skills, character strengths, active constructive responding, effective communication and optimism) (3 Hours).

Resilience Training for Leaders (ALC)

Resilience Training for Leaders (ALC) trains leader principles and skills that enhance Soldier resilience in garrison and during operations (2 hours).

Resilience Training for Mid-Grade Leaders

For Enlisted: SLC

For Officer: CCC, WOAC

Resilience for Mid-Grade Leaders trains leader skills for mitigating the impact of operations on unit resilience; identifies how resilient skills can be adapted for operations (2 hours).

Resilience Training for Senior Leaders

For: SMC

Resilience Training for Senior Leaders addresses strategies for building resilient organizations and reducing stigma; reviews research on behavioral health and operations (2 hours).

Resilience Training for Pre-Command (PCC)

Resilience Training for Pre-Command prepares senior leaders to develop resilience in subordinate leaders during operations (1 hour).

Comprehensive Soldier Fitness – Performance Resilience Enhancement Program

The Comprehensive Soldier Fitness Performance Resilience Enhancement Program (CSF-PREP) further develops the potential of individuals. CSF-PREP specialists use a concentrated in-depth training system to enhance the mental processes and physiologic control essential to the pursuit of personal strength, profession excellence and the Warrior Ethos. Like the resilient thinking skills resident in MRT training, CSF-PREP uses scientifically tested, evaluated and validated education methods from the fields of sport and performance psychology.

Figure 1: The CSF-PREP skills of Building Confidence, Goal Setting, Attention Control, Energy Management and Integrating imagery help give Warriors the tools to achieve Mental Strength for Life.



Figure 2: CSF-PREP Sites

CSF-PREP has eleven (11) sites located at CONUS installations with over fifty (50) certified instructors. West Point, NY; Walter Reed Medical Center; Fort Bragg, NC; Fort Jackson, SC; Ft Gordon, GA; Redstone Arsenal, AL; Fort Knox, KY; Fort Hood, TX; Fort Sam Houston, TX; Fort Bliss, TX; and Joint Base Lewis-McChord, WA.



CSF-PREP Site Structure: Currently, each of the 11 locations is staffed by a group of experienced professionals consisting of a Site Manager, three to ten Performance Enhancement Specialists (PES) and necessary support personnel. All of the PESs are contracted civilians with a doctoral or master's degree related to the field of performance psychology. The PESs attend a rigorous four-week certification program at the CSF-PREP Headquarters. Additionally, our PESs are both MRT trained and are certified or are pursuing certification by the Association for Applied Sport Psychology (AASP), which is the internationally recognized governing body within the field.

The knowledge and skills taught in the CSF-PREP build on the basic resilient thinking skills of CSF: to increase mental toughness, especially confidence. Confidence is cited as a critical leader attribute and mentioned over 60 times in FM 6-22. To achieve the highest possible level of performance, an individual must understand the mental strategies for building, sustaining and protecting confidence. CSF-PREP works towards educating individuals in understanding how confidence is a result of how one thinks, what one focuses on and how one reacts to the events in life. A confident individual is mentally agile and makes better decisions; thinking in deliberate and effective ways to create energy, optimism and enthusiasm in the face of adversity and pressure.

"The greatest of victories is the victory over self."

Using state-of-the-art technologies, best educational practices and applied sports psychology techniques, CSF-PREP trainers teach individuals to acquire, practice and master the mental and emotional skills that are the foundation of human performance. Just as physical training strengthens the body, CSF-PREP training provides the training for strengthening the mind. At CSF-PREP, you can better yourself by engaging in classes in the following areas:

Academic Proficiency - Focuses on improving skills associated with academic performance, such as time management, organization, critical reading skills, test preparation and comprehensive note taking.

Attention/Focus Control - Learn to identify what is most relevant. This will help you decide when it is more appropriate to shift your focus from the "big" picture (broad) to something more specific (narrow). Learn how to stay focused amidst distractions and maintain focus on the task at hand.

Confidence Building - Optimism is an asset that looks at both successes and setbacks to increase energy and enthusiasm. Learning how to optimistically perceive a situation increases our chances for success. Learn how confidence develops, how to build or improve confidence and learn to retain or regain it in the face of adversity.

Energy Management - Discover your optimal level of energy to perform at your best. By using more-effective breathing and thought processes, you will get into your ideal performance state, restore energy at a rapid rate and recover from injuries at a much faster rate.

Imagery - Improve all aspects of performance through practical application of mental imagery techniques. Because the mind thinks in images, this process uses the idea of envisioning success before it happens. Creating a mental rehearsal or blueprint in your mind conditions yourself to react to a situation before it actually happens.

Mental Skills Foundation - Find out the how's and why's of the mind and its relationship in both assisting us to perform better and its role in inhibiting performance. Think about the choices we make and how we can influence them. Thoughts influence feelings or emotions, feelings or emotions influence behavior; learn to use effective thoughts to increase chances for success.

Goal Setting - A seven-step process that incorporates motivational aspects to achieving goals. Learn how to establish goals and stick to them. Learn how to break goals down into bite-sized pieces and build-in aids and statements to assist in success.





SAMPLE Command Policy Letter – CSF Program

DEPARTMENT OF THE ARMY
HEADQUARTERS, XXX XXX BRIGADE
FORT XXX, XX 12345-6789

REPLY TO
ATTENTION OF:

XXXX-XXX

DATE

MEMORANDUM FOR all Soldiers Assigned/Attached to the XXX BDE

SUBJECT: Command Policy Memorandum #XX – Comprehensive Soldier Fitness Program

1. This policy is effective immediately and will remain in effect until rescinded or superseded.

2. References:

- a. ALARACT: 097-2010, Comprehensive Soldier Fitness Execution Order
 - b. ALARACT: 192-2010, MOD 01 to Comprehensive Soldier Fitness Execution Order
 - c. ALARACT: 097-2010, MOD2 to Comprehensive Soldier Fitness Execution Order (DRAFT)
 - d. Comprehensive Soldier Fitness: <http://www.army.mil/csf/>
 - e. Master Resilience Trainer Course: <http://www.army.mil/csf/mrt/upenn/index.html>
3. This memorandum applies to all XXX XXX Brigade personnel and family members.
4. Purpose: This policy letter addresses the administration of the Comprehensive Soldier Fitness program throughout the XXX XXX Brigade.

5. Responsibilities*:

- a. The XXX Brigade Commander: XXX Brigade Commander will establish a Comprehensive Soldier Fitness Program that applies to all members while assigned to or attached to the XXX XXX Brigade or one of its Subordinate Units.
- b. Battalion Commanders: Battalion Commanders will understand and implement this policy. If Battalion Commanders wish to adjust said policy it will be published in writing and Brigade Commander will approve or disapprove the adjustment.
- c. Company Commanders: Company Commanders will understand and implement this policy.

SAMPLE Command Policy Letter – CSF Program

SUBJECT: Command Policy Memorandum # XX - Comprehensive Soldier Fitness Program

- d. XXX Brigade Comprehensive Soldier Fitness OIC/NCOIC: Will supervise, implement and direct the program amongst the brigade and serve as a subject matter expert for the Brigade Commander on all Comprehensive Soldier Fitness (CSF) matters.
- e. BN level Master Resilience Trainers (MRTs): Will supervise their respective BN programs ensuring that both the BN and its subordinate companies adhere to the guidance in this policy letter. BN MRTs will be responsible for administering the training of company-level Resilience Trainer Assistants (RTAs).

***G-3/S-3 is the recommended proponent for Comprehensive Soldier Fitness.**

6. General: The goal of this command is to provide Soldiers with the foremost opportunity to flourish in all 5 dimensions of strength (Physical, Emotional, Social, Spiritual, and Family) within the CSF program. Members will be given the skills and abilities to thrive and prosper in the dimensional strengths by the training instituted by the Master Resilience Trainers (MRTs) and Resilience Training Assistants (RTAs) within the Brigade's CSF program. These skills and techniques will cultivate Soldiers that are more productive, and have a greater resilience to stressful events on duty and in family life.
7. The Brigade will appoint both an OIC and an NCOIC of CSF that will be school trained at the 10 Day Master Resilience Trainer Course at one of the 3 approved institutions: University of Pennsylvania, Victory University, Fort Jackson or by CSF/ HQDA Mobile Training Team (MTT).
 - a. These individuals will implement, direct, and oversee the Brigade CSF Program. The OIC and NCOIC ensure compliance with the policies established in this letter and provided from DAMO-CSF, DCS G-3/5/7, HQDA.
 - b. They will be responsible for training the Brigade HHC in CSF programs as well as serving as the Brigade Commander's subject matter expert in the program.
 - c. The OIC and NCOIC will establish a working relationship with the CSF Headquarters, DAMO-CSF, DCS G-3/5/7, HQDA and serve as the Brigade's link to the CSF Program, answering any questions that might arise.
 - d. They will offer a minimum of 2 courses per year to the HHC Family Readiness Group (FRG).
8. Each Battalion will ensure they have one Master Resilience Trainer (MRT) who attended the 10 day Master Resiliency Trainer Course at one of the 3 approved institutions: University of Pennsylvania, Victory University, Fort Jackson or CSF/HQDA Mobile Training Team.
 - a. Each company command team will identify at least one qualified NCO (E-5 and above) within the company to be trained as a Resilience Trainer Assistant (RTA). Names will be provided to the BN MRT, who will train them in the required 25 hour course allowing

SAMPLE Command Policy Letter – CSF Program

SUBJECT: Command Policy Memorandum # XX - Comprehensive Soldier Fitness Program

them to become a company RTA. The BN MRT will forward this information to BDE MRT OIC/NCOIC for tracking and certification purposes.

- b. The BN MRT will serve as the BN Commander's subject matter expert for all issues regarding CSF and MRT.
 - c. The BN MRT will ensure that all elements of their BNs are complying with CSF policy and guidance. They will track training and report training numbers to the BDE CSF OIC as well as their S3 for compliance purposes. NOTE: Currently DTMS does not allow the input of MRT related training. BDE MRT OIC/NCOIC will be responsible for notifying BDE units when they may begin tracking MRT training in DTMS. It is the intent of HQDA that this tracking will be done by DTMS in the future.
 - d. The BN MRT will be responsible for offering classes to FRGs within the BN.
 - e. Each BN MRT will be between the ranks of SSG to MSG and will have both the ASI of 8R added to their ERB and will be stabilized for 2 years upon completion of the course.
 - f. BN MRTs will periodically observe RTAs training to ensure the compliance with CSF and MRT standards.
9. Company Level RTAs will be trained by their BN MRT in the 25 hour curriculum.
- a. RTAs must teach their first 2 classes with or under the supervision of an MRT before they may teach on their own.
 - b. Once certification is complete Company Level RTAs will be responsible for implementing training in their companies.
 - c. They will report their training plans to their BN MRT as well as the names of the individuals that completed said training.
 - d. They will serve as the Company Commanders subject matter expert on CSF and MRT.
 - e. They will assist fellow Soldiers in accessing and taking the Global Assessment Tool (GAT) (Mandatory Requirement) and Comprehensive Resilience Modules (Voluntary Requirement).
 - f. The BN CDR will determine the level of autonomy an RTA will have with regards to providing resilience training to their assigned company. While one BN CDR may allow an RTA to execute company training independently, another BN CDR may choose to have RTAs facilitate training under the supervision of the BN MRT.
10. All Soldiers will take the GAT at least once a year. The GAT can be accessed at <https://www.sft.army.mil/>. Compliance with this task will be tracked by BN MRTs. The results

SUBJECT: Command Policy Memorandum # XX - Comprehensive Soldier Fitness Program

of the GAT are confidential and a Soldier cannot and will not be forced to show results to leadership.

11. All members of the Brigade will receive no less than 2 hours of quarterly training in CSF/MRT skills. This training will be conducted by either an MRT or RTA and may be devised into whatever means the trainer feels will get the maximum results from the individuals being trained.

- a. Training should be conducted in groups no larger than a platoon size element if applicable.
- b. Training will be input into the DTMS (on order). Until then, the BDE/BN MRT are required to track training compliance at the unit level.
- c. Units preparing for deployment must ensure that the MRT pre-deployment module is a part of Soldiers pre-deployment process.
- d. Unit MRT/RTAs must ensure that their Soldiers receive the initial 1 hour block of training upon returning from deployment and must complete within +/- 10 days of returning from theater. Unit MRT/RTAs also must ensure that their units receive the second block of post deployment training within 3 to 6 months of returning from theater.

12. All BN level and higher SGMs/CDRs will hold an NCODP/OPD for leadership at least once per year in which MRTs will discuss the topic/benefits of CSF as well as current and future implementation plans and goals of CSF within the organization.

13. Leaders will implement MRT and CSF skills into training, development, and operational tasks that are conducted during the normal duty day. For example, leaders can demonstrate how skills learned in CSF will assist in problem solving and dealings with subordinates in the counseling process.

14. All MRTs and RTAs must keep on file contact information for the following individuals/agencies in their area of operation:

- a. Chaplain
- b. Behavioral Health
- c. Army Center for Enhanced Performance

15. POC for this memorandum is XX.

NAME
RANK, BRANCH
Commanding

DISTRIBUTION:

SAMPLE Command Policy Letter – CSF Program

Points of Contact

Master Resilience Trainer (MRT) Program:

PHONE: 703-545-1940

EMAIL: DCSG357ResilienceTraining@conus.army.mil

Website: <http://www.army.mil/csf/mrt/upenn/>

Comprehensive Soldier Fitness – Performance Resilience Enhancement Program (CSF-PREP):

PHONE: 845-938-0702

EMAIL: ashley.marion@us.army.mil

Website: www.acep.army.mil/

Global Assessment Tool (GAT):

PHONE: 703-545-4338

EMAIL: HQDADCSG357CSFGAT@conus.army.mil

Website: <https://www.sft.army.mil/>

Comprehensive Resilience Modules (CRM):

PHONE: 703-545-1921

EMAIL: HQDADCSG357CSFCRM@conus.army.mil

CSF Public Affairs Office (PAO):

PHONE: 703-545-1917

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